

Balance of State Continuum of Care

Service Area:

Adair, Atchison, Audrain, Barry, Barton, Bates, Benton, Bollinger, Boone, Butler, Caldwell, Callaway, Camden, Cape Girardeau, Carroll, Carter, Cass, Cedar, Chariton, Clark, Clay, Clinton, Cole, Cooper, Crawford, Dade, Dallas, Daviess, Dent, Douglas, Dunklin, Franklin, Gasconade, Gentry, Grundy, Harrison, Henry, Hickory, Holt, Howard , Howell, Iron, Jefferson , Johnson, Knox, Laclede, Lafayette, Lawrence, Lewis, Linn, Livingston, Macon, Madison, Maries, Marion, McDonald, Mercer, Miller, Mississippi, Moniteau, Monroe, Montgomery, Morgan, New Madrid, Nodaway, Oregon, Osage, Ozark, Pemiscot, Perry, Pettis, Phelps, Pike, Platte, Polk, Pulaski, Putnam , Ralls, Randolph, Ray, Reynolds, Ripley, Saline, Schuyler, Scotland, Scott, Shannon, Shelby, St. Clair, Ste. Genevieve, St. Francois, Stoddard, Stone, Sullivan, Taney, Texas, Vernon, Washington, Wayne, Worth, and Wright Counties



Missouri Balance of State Continuum of Care CoC Action Plan March, 2012

This Action Plan was created using the CoC Check-up self-assessment tool results, the CoC Profile Report in HDX, the USICH Federal Strategic Plan Goals and HEARTH Act CoC Performance Measures. This plan is a DRAFT and will be a working document as the Balance of State Continuum of Care moves forward with preparing for HEARTH Act implementation. The Balance of State Committee is currently updating the 10 Year Plan for the Continuum and will use this Action Plan to influence the goals, strategies and action steps of the 10 Year Plan.

We have included the following goals in the Balance of State Continuum of Care Action Plan:

- 1- Improve CoC governance and structure
- 2- Improve CoC plan and planning process
- 3- Performance Improvement
- 4- Improve Data Collection Methods
- 5- Improve and increase access to CoC prevention and housing resources
- 6- Improve employment rate and income/benefits amount of families and individuals who are homeless
- 7- Prevent homelessness and achieve independent living in permanent housing for families and youth defined as homeless under other federal statutes
- 8- Reduce number of families and individuals who are homeless (and first time homeless)
- 9- Prevent and end homelessness among Veterans in 5 years
- 10- Finish the job of ending chronic homelessness in 5 years
- 11- Prevent and end homelessness for families, youth and children in 10 years

Missouri Aligns with Opening Doors to Prevent and End Homelessness in the State

In 2010 the United States Interagency Council on Homelessness (USICH) presented the nation's first ever comprehensive Federal Strategic Plan to Prevent and End Homelessness called Opening Doors.

The vision of Opening Doors is:

No one should experience homelessness.

No one should be without a safe, stable place to call home.

There are six core values reflected in Opening Doors:

- Homelessness is unacceptable.
- There are no “homeless people,” but rather people who have lost their homes who deserve to be treated with dignity and respect.
- Homelessness is expensive; it is better to invest in solutions.
- Homelessness is solvable; we have learned a lot about what works.
- Homelessness can be prevented.
- There is strength in collaboration and USICH can make a difference.

The plan is focused on four key goals:

- **Finish the job of ending chronic homelessness in 5 years**
- **Prevent and end homelessness among Veterans in 5 years**
- **Prevent and end homelessness for families, youth, and children in 10 years**
- **Set a path to ending all types of homelessness**

The Governor's Committee to End Homelessness (GCEH) which includes membership from all eight Missouri Continua of Care is dedicated to working together to prevent and end homelessness in Missouri. The GCEH is proud to embrace the vision of Opening Doors and has aligned the mission of Missouri homeless assistance agencies with the core values and goals reflected in the federal plan. Opening Doors outlines five themes that incorporate the 10 national objectives set forth in the plan:

Objective 1: Provide and promote collaborative leadership at all levels of government and across all sectors to inspire and energize Americans to commit to preventing and ending homelessness

Objective 2: Strengthen the capacity of public and private organizations by increasing knowledge about collaboration, homelessness, and successful interventions to prevent and end homelessness

Objective 3: Provide affordable housing to people experiencing or most at risk of homelessness

- Objective 4: Provide permanent supportive housing to prevent and end chronic homelessness
 - Objective 5: Increase meaningful and sustainable employment for people experiencing or most at risk of homelessness
 - Objective 6: Improve access to mainstream programs and services to reduce people's financial vulnerability to homelessness
 - Objective 7: Integrate primary and behavioral health care services with homeless assistance programs and housing to reduce people's vulnerability to and the impacts of homelessness
- Objective 8:* Advance health and housing stability for youth aging out of systems such as foster care and juvenile justice
- Objective 9:* Advance health and housing stability for people experiencing homelessness who have frequent contact with hospitals and criminal justice
- Objective 10:* Transform homeless services to crisis response systems that prevent homelessness and rapidly return people who experience homelessness to stable housing

Each Missouri Continuum of Care (CoC), with support of the Governor's Committee to End Homelessness, has developed a CoC Action Plan that helps to align Missouri as a state with the national objectives of Opening Doors.

Missouri Balance of State CoC Action Plan

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1. Goal: Improve CoC governance and structure						
Strategy	Action Steps	Person/ Organization Responsible	Timeframe	Relevance		
				CoC Check-up Element(s)	FSP Goal(s)	HEARTH PM(s)
Improve application review process	Formalize review and appeal process and make it available to the community	CoC Lead Agency	2012 Competition	1.4	D	D
	Use HIC and performance data generated from HMIS in review decisions	HMIS Lead Agency/CoC Lead Agency	2012 Competition	1.4, 1.5	D	D
	Review and verify in-kind match for CoC projects	CoC Lead Agency	2012 Competition	1.2, 1.4	D	D
Improve governance and structure process	Seek Governor Office appointment to the Council	GCEH Executive Committee	March 2012	1.3	D	D
	Increase participation and understanding of involvement from council members	GCEH Executive Committee	Ongoing	1.1, 1.3	D	D
Improve communication at Continuum and Council levels	Improve HMIS steering committee involvement	HMIS Lead Agency/CoC Lead Agency	Ongoing	1.2	D	D
	Evaluate MOU between lead agencies	HMIS Lead Agency/CoC Lead Agency	Annually	1.2	D	D
	Evaluate meeting agendas to increase productivity and communication at the council level	GCEH Executive Committee	Ongoing	1.1, 1.3	D	D
Improve Balance of State Committee	Hold member training to provide more detailed background information	CoC Lead Agency	Annually	1.3, 1.1	D	D
	Define items requiring approval from committee	CoC Lead Agency/BoS Committee	Spring 2012	1.1, 1.4	D	D
Evaluate Governance and Structure more often	Provide feedback opportunities at Regional Housing Team Meetings	CoC Lead Agency	Quarterly	1.5, 1.4	D	D
	Provide feedback opportunities at BoS trainings	CoC Lead Agency	Annually	1.5, 1.4	D	D

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2. Goal: Improve CoC plan and planning process						
Strategy	Action Steps	Person/ Organization Responsible	Timeframe	<i>Relevance</i>		
				CoC Check-up Element(s)	FSP Goal(s)	HEARTH PM(s)
Update and utilize 10 year plan	Create annual planning meeting to review goals and progress and plan for upcoming year	CoC Lead Agency/BoS Committee	Annually	2.2, 2.3	D	D
	Include mainstream resources and sub-population in 10 year plan	BoS Committee	Ongoing	2.2	D	D
	Address rural transportation services and resources	BoS Committee	Ongoing	2.2, 2.3	D	D
Increase participation from non-HUD funded agencies	Invite to Regional Housing Team Meetings	CoC Lead Agency/HMIS Lead Agency	Quarterly	2.3	D	D
	Add to Balance of State Email distribution list	CoC Lead Agency	Ongoing	2.3	D	D
	Create awareness and sense of connection to the larger picture	HMIS Lead Agency/CoC Lead Agency	Quarterly	2.2, 2.3	D	D
Improve collaborations with state and federal partners	Develop PHA partnership	GCEH/Balance of State Committee	Ongoing	1.3, 2.3	D	D
	Disseminate Discharge policy and seek buy-in and signatures	GCEH Discharge Work Group	March 2012	2.3	D	D, B, F
	Create relationship with Corrections to address re-entry population	GCEH/Balance of State Committee	Ongoing	2.3	D	D, B, F

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3. Goal: Performance Improvement						
Strategy	Action Steps	Person/ Organization Responsible	Timeframe	Relevance		
				CoC Check-up Element(s)	FSP Goal(s)	HEARTH PM(s)
Reduce average length of homelessness	Generate length of stay reports from HMIS	HMIS Lead Agency	Quarterly	4.4, 4.1, 3.3	D	A
	Strategize with agencies on solutions to reduce average length of stay or change program definition	CoC Lead Agency/HMIS Lead Agency	Quarterly	4.4, 4.1, 3.3	D	A
	Access base-line measures and set target goals to reach performance improvement	HMIS Lead Agency	January 2012	1.5, 3.3	D	A
	Collaborate with funders to share length of stay data and understand how data can be used to make changes programmatically to meet the target goals set by the CoC	HMIS Lead Agency/CoC Lead Agency/Federal and State funders	Ongoing	1.5, 3.3	D	A
	Recognize high and low performing programs	HMIS Lead Agency/CoC Lead Agency	Ongoing	1.5, 3.3	D	A
CoC Sets Annual Performance Goal Targets for CoC Projects	Use HUD HEARTH measures to define goals	CoC Lead Agency/HEARTH Implementation Workgroup	Quarterly	2.2, 2.3	D	A, B, C, D, E, F, G
	Present performance goals at review committee	CoC Lead Agency	Annually in fall	1.5, 2.2, 2.3	D	A, B, C, D, E, F, G
	Discuss progress on goals at agency site visits	CoC Lead Agency	Annually in spring	2.2, 2.3, 4.4	D	A, B, C, E
Reduce returns to homelessness	Assist agencies with creation of discharge plan to permanent housing options	CoC Lead Agency	Annually in spring	4.4, 4.1	D	B, F
	Review agency program rules and determine if there are unintended consequences, such as reason for termination, that are increasing the number program participants returning to a homeless status	CoC Lead Agency	Annually in spring	4.1, 4.4	D	B, D
Increase bed utilization	Generate bed utilization report	HMIS Lead Agency	Quarterly	4.1	D	A, B
	Assist agencies with strategies to increase or decrease utilization	CoC Lead/HMIS Lead Agency	Ongoing	4.1	D	A, B
Implement HEARTH changes to the HMIS system	Analyze HEARTH Act requirements for HMIS and participating agencies	HMIS Lead Agency	Ongoing	3.3	D	A, B, C, D, E, F, G
	Generate reports that pull data for HEARTH performance measures	HMIS Lead Agency/System Administrator	End of 2014	3.3	D	B
	Analyze trends and compile research to bring back to the BoS Committee	HMIS Lead Agency	Quarterly	3.3	D	A, B, C, D, E, F, G

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4. Goal: Improve Data Collection Methods						
Strategy	Action Steps	Person/ Organization Responsible	Timeframe	Relevance		
				CoC Check-up Element(s)	FSP Goal(s)	HEARTH PM(s)
Improve program/bed coverage in HMIS	Increase participation from non-HUD funded agencies and non-enrolled programs by using the Balance of State Committee and current HMIS users	HMIS Lead agency/BoS Committee	Ongoing	3.3	D	C
	Engage the faith-based community who provides housing and services to persons at-risk or experiencing homelessness	HMIS Lead Agency/HMIS Users	Ongoing	4.2, 4.3	D	A, B, C, D, E, F, G
	Develop reports to submit to the BoS Committee on progress of program coverage rates	HMIS Lead Agency	Ongoing	3.3	D	C
Improve AHAR Participation	Identify agencies who have information influencing AHAR eligibility in each category	HMIS Lead Agency	Annually	3.3, 4.2	D	C
Improve process of collecting information for the HIC	Review and evaluate if programs are missing	HMIS Lead Agency/ CoC Lead Agency	Annually	3.1, 3.3	D	C
	Improve programs captured and bed participation on the HIC	HMIS Lead Agency	Ongoing	3.3	D	C
	Collaborate with other state agencies awarding funds to ensure all new beds are accounted for	HMIS Lead Agency	Ongoing	3.3	D	C
Increase PITC data collection, accuracy and de-duplication methods	Engage participation from smaller churches and/or non-profits to get sheltered numbers	HMIS Lead Agency/Regional Housing Team Meeting Attendees	Bi-annual	3.3, 4.4	D	C
	Continue to look at ways to improve training on performing the unsheltered count	CoC Lead Agency	Bi-annual	3.1, 4.3	D	A, B, C, D, F, G
	Increase new community involvement and awareness	CoC Lead Agency/GCEH Awareness Committee	Ongoing	3.1, 4.2	D	A, B, C, D, E, F, G

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5. Goal: Improve and increase access to CoC prevention and housing resources						
Strategy	Action Steps	Person/ Organization Responsible	Timeframe	<i>Relevance</i>		
				CoC Check-up Element(s)	FSP Goal(s)	HEARTH PM(s)
Increase prevention resources and education	Explore opportunity to collaborate with 211 to coordinate a system of available units	CoC Lead Agency	December 2012	4.3, 4.2	B, C, D	D, F
	Educate about housing and service databases available (HUD, MHDC, 211, etc.)	CoC Lead Agency	Quarterly	4.1, 4.3, 3.1	B, C, D	D, F
	Support and encourage communities to apply for ESG, MHTF and other prevention resources	CoC Lead Agency	As funds are available	4.1, 4.2	B, C, D	D, F
Integrate Shelter Diversion across the Balance of State	Survey shelters in Balance of State	CoC Lead Agency	March 2012	4.3, 4.4	D	C
	Educate on diversion methods	CoC Lead Agency	September 2012	4.3, 4.4	D	A, D
	Provide access to prevention tools and resources	CoC Lead Agency	December 2012	4.4	D	A, D
Centralized Intake	Explore ways for consumers to more easily navigate a Balance of State CoC system	BoS Committee	December 2012	4.1, 4.2, 4.3	D	A, B, D, F
	Explore and provide a vulnerability or similar assessment tool to identify and prioritize homeless families and individuals	BoS Committee	December 2012	4.2, 4.4	D	A, B, D
	Work on ways to explore and create potential regional intake systems	BoS Committee/CoC Lead Agency	Spring 2013	4.2, 4.3	D	A, B,D, F
Improve Street Outreach	Plan and implement Project Homeless Connect events in BoS	CoC Lead Agency	Annually/fall	4.1, 4.3	D	A, B, D, E, F, G
	Educate on the opportunity to conduct street outreach during PITC	CoC Lead Agency	Bi-annually	3.1, 4.2	D	A, D
	Research and share rural best practices for street outreach	CoC Lead/BoS Committee	Ongoing	3.1	D	A, D

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6. Goal: Improve employment rate and income/benefits amount of families and individuals who are homeless						
Strategy	Action Steps	Person/ Organization Responsible	Timeframe	Relevance		
				CoC Check-up Element(s)	FSP Goal(s)	HEARTH PM(s)
Expand SOAR program throughout the Balance of State	Make training available in BoS	SOAR Committee/CoC Lead Agency	Summer 2012	4.3	A, B, C, D	A, B, D, E, F
	Create SOAR trained registry of providers	SOAR Committee	Summer 2012	4.3	A, B, C, D	A, B, D, E, F
Improve education and access to Mainstream Resources and Documentation	Work with state agencies to improve access to food stamp and TANF programs	GCEH/Balance of State Committee	Ongoing	4.1	D	A, B, D, E, F
	Collaborate and partner with the Missouri Interagency Council to introduce a law to the state to provide free photo identification cards to homeless individuals	CoC Lead Agency/GCEH	Fall 2012	4.3	D	D, E
	Encourage health departments, Dept. of Social Services, DMV and Social Security to participate in Project Homeless Connect events	CoC Lead Agency/Local PHC Leaders	Ongoing	4.3	D	D, E
Workforce development	Encourage Workforce Development to attend meetings to educate about available career center resources	CoC Lead Agency	Quarterly	4.1	D	E, D, A
	Encourage agencies to work with local career centers	CoC Lead Agency	Ongoing	4.2	D	E, D, A
	Identify best practices to help people enter workforce and educate the BoS on how to move forward with implementing those practices in their programs	CoC Lead Agency	Ongoing	4.4, 4.1	D	E, D, A
Healthcare	Identify healthcare needs in communities	BoS Committee	Winter 2012	3.1., 4.4	D	A, B, D
	Coordinate education of opportunities to utilize Medicaid to provide services		Ongoing	4.3, 4.4	A, D	A, B, D
Track program outcomes	Track the percentage of clients who increase their income through job employment or securing benefits from point of entry to exit	HMIS Lead Agency	Quarterly	4.4	D	E
	Set target goals with funders	HMIS Lead Agency/CoC Lead Agency/ State and Federal Funders	Annually	3.3, 1.5	D	E

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7. Goal: Prevent homelessness and achieve independent living in permanent housing for families and youth defined as homeless under other federal statutes						
Strategy	Action Steps	Person/ Organization Responsible	Timeframe	Relevance		
				CoC Check-up Element(s)	FSP Goal(s)	HEARTH PM(s)
Identify programs with capacity to house this population	Review the HIC	HMIS Lead Agency	Ongoing	3.3	C, D	C
	Identify agencies at Regional Housing Team Meetings	HMIS Lead Agency/CoC Lead Agency	Quarterly	3.1, 3.3	C, D	C
	Work with HUD for identification and approval of CoC funded agencies to serve this category	CoC Lead Agency/Funded agencies	Annually	3.1	C	D, G
Train on new HEARTH definitions	Present information at Homelessness Awareness Day Conference, application training and Regional Housing Team Meetings	CoC Lead Agency	Annually, Quarterly	4.4, 3.1, 4.1	C, D	D, G
	CoC leaders attend webinars, conferences and review literature as it pertains to HEARTH updates and implementation	CoC Lead Agency	Ongoing	3.1	C, D	D, G
Increase collaboration with DESE	Work with DESE and learn how they identify homeless households	CoC Lead Agency/BoS Committee	Ongoing	3.1	C	D, F, G
Increase collaboration with Foster Care	Invite providers that work with youth in foster care and those aging out of foster care to Regional Housing Team meetings	CoC Lead Agency	Quarterly	1.3, 4.2	C	D, F, G
	Provide resources to providers working with youth in foster care	CoC Lead Agency	Ongoing	4.2	C	D, F, G

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8. Goal: Reduce number of families and individuals who are homeless (and first time homeless)						
Strategy	Action Steps	Person/ Organization Responsible	Timeframe	Relevance		
				CoC Check-up Element(s)	FSP Goal(s)	HEARTH PM(s)
Develop more affordable housing and Permanent Housing units	Facilitate non-profit and developer relationships to encourage development of housing projects	CoC Lead Agency/GCEH	Ongoing	4.4	D	D, F
	Increase CoC applications that specifically serve families	CoC Lead Agency	Annually	2.3	C	D, F
Increase prevention resources	Explore opportunity to collaborate with 211 to coordinate a system of available units	CoC Lead Agency	Spring 2013	4.3	D	C, D, F
	Educate about housing and service databases available (HUD, MHDC, 211, etc.)	CoC Lead Agency	Quarterly	4.3, 4.4	C	D, F
	Support and encourage communities to apply for ESG, MHTF and other prevention resources	CoC Lead Agency	Annually	2.3, 4.4	C, D	D, F, G
Improve accuracy of counts	Partner with schools to capture more homeless youth and families data	Local Providers/CoC Lead Agency	Bi-annually	3.1, 3.3, 1.5	C	D, F, G
	Improve and continue regular training on PITC	CoC Lead Agency/HMIS Lead Agency	Bi-annually	3.1, 3.3	C	D, F, G
	Use information to educate public about family homelessness	Local Providers	Annually	1.1, 1.5	C	D, F, G
Increase knowledge of available family housing units	Provide resource education on housing databases	CoC Lead Agency	Quarterly	4.3, 4.4	C	D, F
	Encourage communities to create a coordinated system of available family units	CoC Lead Agency/BoS Committee	Ongoing	4.3	D	C, D, F
Identify at-risk families	Work with DESE and schools on identifying at-risk families	CoC Lead Agency/Local Providers	Annually	2.2	C	F, G
	Collaborate on providing resources to families	Balance of State Committee/Regional Housing Team Members	Quarterly	2.2, 4.2	C	F, G
Implement Housing First Strategies and ensure Prevention/Rapid Re-housing services continue to be put to practice in programs	Make information more readily available on Housing First strategies	CoC Lead Agency	Quarterly	3.1, 4.4	C	A, D, F, G
	Identify and educate the BoS on best practices	CoC Lead Agency	Quarterly	3.1, 4.4	C	A, D, F, G

Missouri Balance of State CoC Action Plan

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9. Goal: Prevent and end homelessness among Veterans in 5 years						
Strategy	Action Steps	Person/ Organization Responsible	Timeframe	Relevance		
				CoC Check-up Element(s)	FSP Goal(s)	HEARTH PM(s)
Improve collaboration with VA in BoS regions	Invite to Regional Housing Team Meetings and convene meetings with the VA and VA funded programs to review programs and plans and collaboration opportunities	CoC Lead Agency/VA/VA Funded Programs	Ongoing	4.2, 4.3, 4.4, 2.1, 2.2	B	C,D
	Give VA seat on Balance of State Committee	Balance of State Committee/GCEH	Appointment by the end of 2012	4.2, 4.3, 4.4	B	C,D
	Ensure BoS 10 Year Plan aligns with VA 5 Year Plan	CoC Lead Agency/VA	Ongoing	2.1, 2.2	B	C
Improve VA data collection with the BoS HMIS system	Identify VA programs not entering into HMIS and assure HMIS partnership agreements are in place and programs are entering data	HMIS Lead Agency	Ongoing	1.5	B	C,D
	Provide training to new VA programs entering into HMIS	HMIS Lead Agency	Ongoing	1.5	B	C,D
	Engage agencies about including the cost of HMIS participation for their VA programs as a line item in their budgets	HMIS Lead	Ongoing	3.3	B	C
Improve VA data collection during the point-in-time count	Collaborate with VA on PITC planning	CoC Lead Agency	January/July each year	1.5, 4.2, 4.3, 4.4	B	C,D
	Train volunteers on Veteran definitions, survey completion and guidance on counting Veterans in the unsheltered and sheltered count	CoC Lead Agency/HMIS Lead Agency	January/July each year	1.5, 4.2, 4.3, 4.4	B	C,D
Increase CoC capacity to house Veterans in need of supportive housing	Add additional points to new CoC PH projects that serve homeless Veterans	CoC Lead Agency/Review Committee	Fall each year	1.5, 4.1, 4.4	B	A, B, C, D

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10. Goal: Finish the job of ending chronic homelessness in 5 years						
Strategy	Action Steps	Person/ Organization Responsible	Timeframe	Relevance		
				CoC Check-up Element(s)	FSP Goal(s)	HEARTH PM(s)
Capture base-lines to understand chronic homeless population in the BoS	Identify chronic homeless population in bi-annual point-in-time count.	CoC Lead Agency/HMIS Lead Agency	January/July of each year	4.4, 1.5	A	A, B, D
	Train PITC leaders on identifying chronically homeless	CoC Lead Agency/HMIS Lead Agency	January/July of each year	4.4, 1.5	A	A, B D
Reward PH programs that make chronic units available	Add additional points to new and bonus CoC PH projects that target units for chronically homeless	CoC Lead Agency/Review Committee	Fall each year	1.4, 1.5, 4.1, 4.4	A	A, B, D
Improve collaboration with state and local agencies to enable economic security for chronically homeless	Increased coordination of services so that people who are chronically homeless have access to mainstream resources in their communities	CoC Lead Agency/State and Local Agencies	Ongoing	4.3, 4.4	A	A, B, D, E

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11. Goal: Prevent and end homelessness for families, youth and children in 10 years						
Strategy	Action Steps	Person/ Organization Responsible	Timeframe	Relevance		
				CoC Check-up Element(s)	FSP Goal(s)	HEARTH PM(s)
Improve collaboration with Department of Elementary and Secondary Education	Work with DESE to get homeless liaisons identified	BoS Committee	Ongoing	4.2, 4.3	C	A, D, F, G
	Work with DESE to get participation from Homeless Liaisons in Regional Housing Team Meetings	CoC Lead Agency	Quarterly	2.3, 4.2, 4.3	C	A, D, F, G
	Attend DESE trainings and other meetings to identify all collaboration opportunities	CoC Lead Agency/DESE/Other partnering organizations	Ongoing- as available	2.2, 2.1	C, D	D, F
Improve agency collaboration with homeless liaisons	Improve certification process for funded agencies to collaborate with homeless liaisons	CoC Lead Agency	2012 Renewal announcement	3.1, 4.1	C	D, F, G
	Assist agencies in identifying homeless liaisons and DESE contact	CoC Lead Agency	Quarterly	4.2, 4.3	C	A, D, F, G
	Create requirement for funded agencies to attend McKinney-Vento trainings	BoS Committee/DESE	FY 2013 application	3.1, 4.2, 4.4	C	A, F, G
Improve data collection of homeless families and children	Train on the difference on homeless definitions and collection methods between the schools and the CoC for unsheltered and sheltered data collection	CoC Lead Agency/HMIS Lead Agency	Bi-annually	3.1, 3.3, 4.4	C	D, F, G
	Include identification of homeless, youth, families and children in unsheltered and sheltered PITC training to improve collection of these numbers	CoC Lead Agency/HMIS Lead Agency	Bi-annually	3.1, 3.3	C	C, D, F, G
Use data to identify high need areas to create PH programs to serve this population	Identify agencies in high need areas to submit SHP applications to serve homeless families and youth	CoC Lead Agency	Annually	1.5, 2.3, 3.1	C	D, F, G
	Assist high need communities with other funding available to assist homeless youth and families	CoC Lead Agency	As needed	4.2, 2.2	C	B, D, F, G
	Use PIT/HMIS and other data (DESE, Head start) to understand the needs of this population and made data-informed decisions	CoC Lead Agency/HMIS Lead Agency/DESE/Head Start	Ongoing	1.5	C	A, B, D, F

Joplin/Jasper, Newton Counties

Continuum of Care

Service Area:

Jasper and Newton Counties

CoC Checkup Action Plan

March 13, 2012

Strategy	Action Steps	Person / Organization Responsible	Timeframe	CoC Check-Up Elements	FSP Goal	HEARTH
Goal: Increase diversity of Homeless Coalition membership						
Engage agencies and organizations not currently participating in Homeless Coalition	Identify agencies and organizations that would be stakeholders but not currently participating	Membership of Homeless Coalition	Jun-12	1.3	D	C
	Send letter explaining the benefits to our clients by agency or organizations participation	Executive Committee of Homeless Coalition	Jul-12	1.3	D	C
	Follow up with personal contacts	Membership of Homeless Coalition	Dec-12	1.3	D	C
Goal: Improve services to clients being discharged from care agencies						
Coordinate discharge plans / policies	Identify agencies and organizations that have discharge plans	Membership of Homeless Coalition	Jun-12	2.1	A	D
	Request copies of discharge plans from agencies and organizations	Executive Committee of Homeless Coalition	Jul-12	2.1	A	D
	Review plans / policies for coordination with CoC strategic plan	Executive Committee of Homeless Coalition	Dec-12	2.1	A	D
Goal: Strengthen fiscal management						
Review and monitor cash / in-kind matches	Establish Fiscal Review Committee	Executive Committee of Homeless Coalition	Jun-12	3.2.3	C	D
	Fiscal Review Committee requests and reviews supporting information from agencies operating HUD-funded projects, regarding cash / in-kind matching contributions received	Fiscal Review Committee	Oct-12	3.2.3	C	D
	Fiscal Review Committee issues a report by agency of any deficiencies or weaknesses identified	Fiscal Review Committee	Dec-12	3.2.3	C	D
Goal: Improve coordination of services between agencies and organizations						
Provide information to all stakeholders describing services provided by all other agencies and organizations in CoC	Create survey tool to obtain information regarding services of each agency and organization represented in CoC	Executive Committee of Homeless Coalition	Jun-12	4.2.1	D	A
	Produce catalog of services	Executive Committee of Homeless Coalition	Sep-12	4.2.1	D	A
	Distribute catalog to stakeholders	Executive Committee of Homeless Coalition	Dec-12	4.2.1	D	A

Kansas
City/Independence/
Lee's Summit/Jackson
County
Continuum of Care

Service Area:

Jackson County

CoC Action Plan TEMPLATE

Kansas City/Jackson County CoC #604

Goal One: Prevent and end Veterans' homelessness by 2016.						
Strategy	Action Steps	Person/ Organization Responsible	Timeframe	Relevance		
				CoC Check-up Element(s)	FSP Goal(s)	HEARTH PM(s)
Improve collaboration with local VA and ensure local plan align	Invite VA to participate on CoC lead decision-making group	CoC lead	July 2011	1.3	B	C
	Convene meeting to review local VA targeted homeless programs and CoC programs, review plans, and identify collaboration opportunities	CoC lead and VISN coordinator	September 2011	2.1, 2.2	B	C
	Assure alignment of CoC strategic plan and VISN 5 year plan	CoC lead and VISN coordinator	September 2011	2.1, 2.2	B	C
Improve VA utilization of HMIS to ensure accurate CoC accounting and unified performance measurement	Assure VA grant and per diem program, VASH projects, and new SSVF program have HMIS partnership agreements and are entering data in HMIS.	HMIS lead	By 9/30/2011	3.3	B	C
Increase CoC capacity to house veterans in need of PSH	Increase the number of targeted PSH units for Vets by 100 units	ABC Provider, ABC Public Housing Authority, VA center	June 2013	4.1	A, B	A, B, D

CoC Action Plan

TEMPLATE

CoC Action Plan

TEMPLATE

Goal:						
Strategy	Action Steps	Person/ Organization Responsible	Timeframe	Relevance		
				CoC Check-up Element(s)	FSP Goal(s)	HEARTH PM(s)

Springfield/Green, Christian, Webster Counties

Continuum of Care

Service Area:

Christian, Webster and Green Counties

CoC Action Plan

TEMPLATE

Goal: One : Prevent and end veterans homelessness by 2016						
Strategy	Action Steps	Person/ Organization Responsible	Timeframe	Relevance		
				CoC Check-up Element(s)	FSP Goal(s)	HEARTH PM(s)
Expand and detail veterans assistance in the existing 10- Year Plan	Form Task Force with key partners	CoC lead	August 1, 2012	2.1, 2.3	B	C
	Hold Planning Sessions to re-write veterans portion of 10- Year Plan	CoC lead	September 1, 2012	2.1, 2.3	B	C
	Publicize new CoC plan for veterans	CoC lead	November 11, 2012	2.1, 2.3	B	C
Create a homeless preventions system for veterans and veteran families	Identify funding sources specific to veterans	Veterans Task Force	October 15, 2012	4.1, 4.3	B	F
	Adapt the existing Central Intake System to be more responsive to veterans and veteran families at risk of homelessness	One Door, CoC Lead	October 15. 2012	4.1, 4.3	B	F
	Create Diversion and Rapid Re-housing options for veterans	Veterans Task Force	October 20, 2012	4.1, 4.3	B	F
Create PH opportunities for veterans and veteran families	Identify funding streams that will provide funding for PH	Veterans Task Force	October 20, 2012	4.1	B	C
	Apply for VASH Vouchers	CoC Lead, PHA	October 1, 2012	4.1	B	C

Goal: Increase representation in CoC activities by stakeholders that are currently underrepresented						
Strategy	Action Steps	Person/ Organization Responsible	Timeframe	Relevance		
				CoC Check-up Element(s)	FSP Goal(s)	HEARTH PM(s)
Increase the presence of stakeholders In CoC activities and planning efforts	Identify stake holders that are underrepresented currently	CoC Executive Committee	September 1, 2012	1.3	D	C
	Invite additional key partners to participate in CoC activities	CoC Executive Committee	October 1, 2012	1.3	D	C

CoC Action Plan

TEMPLATE

Goal: Amend the existing Central Intake system to increase effectiveness and efficiency						
Strategy	Action Steps	Person/ Organization Responsible	Timeframe	Relevance		
				CoC Check-up Element(s)	FSP Goal(s)	HEARTH PM(s)
Improve access to mainstream benefits, including job training and placement	Work with state DSS agency to provide on-site case management and program access	CoC lead, One Door Director	October 1, 2012	4.3	C	E
	Provide training to front line workers to identify clients who would benefit from accessing public benefits	CoC lead	October 1, 2012	4.3	C	D
	Work to make the CoC a SOAR Continuum and use the process to increase benefits for qualified individuals	CoC lead	November 1, 2012	4.3	C	D
Create a Universal Assessment tool for all providers in the CoC	Meet with providers to identify non-HMIS elements that should be integrated into Universal Assessment	CoC lead, One Door Director	October 15, 2012	4.2	D	G
	Amend CoC processes to encourage the use of Universal Assessment among service providers	CoC lead	November 1, 2012	4.2	D	G
	Identify and Implement Measurable objectives associated with Universal Assessment	CoC lead, One Door Director	December 31, 2012	4.2	D	G
Increase coordination of prevention assistance to better serve those at risk of homelessness	Identify existing funding streams that can be used for prevention efforts, including rapid re-housing	CoC lead	August 1, 2012	4.1, 4.4	C	G
	Create opportunities for “pooling” of resources for use in prevention efforts	CoC lead, One Door	November 1, 2012	4.1, 4.4	C	G
	Identify and work to reduce duplication of services in existing program	CoC lead, ED's of agencies	December 31, 2012	4.1, 4.4	C	G

CoC Action Plan

TEMPLATE

Goal: Create new PH options for all homeless populations						
Strategy	Action Steps	Person/ Organization Responsible	Timeframe	Relevance		
				CoC Check-up Element(s)	FSP Goal(s)	HEARTH PM(s)
Create new Rapid re-housing options for homeless individuals and families	Identify funding sources that can provide rapid re-housing	CoC lead	November 1, 2012	4.2	C	G
	Identify providers willing to start new rapid re-housing programs	CoC Executive Committee	December 1, 2012	4.2	C	G
	Apply for eligible programs and begin implementing RRH in the CoC	CoC lead, service agencies	April 1, 2013	4.2	C	G
Create new PH units for Chronically homeless	Identify the number Chronically homeless not served by the existing PH providers	CoC lead	January 1, 2013	4.1	A	B
	Identify sources of funding to create new PH options for CH	CoC lead	December 1, 2012	4.1	A	B
	Identify providers with capacity and experience to provide PH for CH clients	CoC lead, CoC Executive Committee	December 15, 2012	4.1	A	B
Create new PH units for Homeless youth and families	Identify the current unmet need for PH in the shelter populations	CoC lead	December 1, 2012	4.1	A	B
	Identify funding opportunities to create PH for youth and families	CoC lead, CoC Executive Committee	December 31, 2012	4.1	A	B
	Identify providers with capacity and experience in creating and operating PH for youth and families	CoC lead, CoC Executive Committee	March 1, 2013	4.1	A	B

St. Charles, Lincoln, Warren Counties Continuum of Care

Service Area:

St. Charles, Lincoln and Warren Counties

St. Charles, Lincoln, and Warren County Continuum of Care
Draft Action Plan
September, 2012

This Action Plan was created in partnership with the Governor's Committee to End Homelessness (GCEH) using the guidelines of the United States Interagency Council on Homelessness (USICH) Federal Strategic Plan Goals, the HEARTH Act CoC Performance Measures, and the Federal Interim Regulations governing the Continuum of Care Program published in August 2012. Continuum self-assessment results and the CoC Profile Report in the Federal Homeless Data Exchange (HDX) were also used in developing this draft action plan. This plan will be a working document as the St. Charles, Lincoln, and Warren County Continuum of Care moves forward with preparing for HEARTH Act implementation. Continuum of Care members will use this Action Plan to influence the goals, strategies and action steps of the 10 Year Plan.

We have included the following goals in the MO-503 St. Charles, Lincoln, and Warren County Continuum of Care Action Plan:

- 1- Improve CoC governance and structure
- 2- Improve CoC plan and planning process
- 3- Performance Improvement
- 4- Improve Data Collection Methods
- 5- Improve and increase access to CoC prevention and housing resources
- 6- Improve employment rate and income/benefits amount of families and individuals who are homeless
- 7- Prevent homelessness and achieve independent living in permanent housing for families and youth defined as homeless under other federal statutes
- 8- Reduce number of families and individuals who are homeless (and first time homeless)
- 9- Prevent and end homelessness among Veterans in 5 years
- 10- Finish the job of ending chronic homelessness in 5 years
- 11- Prevent and end homelessness for families, youth and children in 10 years

Draft Action Plan 2012-2013

2. Goal: Improve CoC plan and planning process		Person/Organization	Timeframe
Strategy	Action Steps	Responsible	
Evaluate CoC planning process and meetings to identify areas for improvement	Develop targeted CoC meeting goals and meeting evaluation processes	CoC Lead / CoC steering committee	on-going
	Develop meeting schedule and Chairpersons for CoC Committee meetings	CoC Lead / CoC steering committee	December 2012
Encourage broad-based participation from various community sectors, especially education, government, and the faith	Develop targeted goals and strategies to involve other sectors into the CoC process, including special meetings, guest presentations, and targeted communications	CoC Lead / CoC steering committee	December 2012
	Encourage participation of community volunteers in the Jan homeless count	CoC Lead / Homeless Count Committee	January 2013
3. Goal: Performance Improvement		Person/Organization	
Strategy	Action Steps	Responsible	Timeframe
Increase Homeless service program participation in HMIS	Encourage non-HUD funding organizations providing homeless services to participate in HMIS	CoC Lead/HMIS lead/CoC members	on-going
Improve CoC performance and progress in addressing homelessness from baseline measures	Review HMIS reports on a quarterly basis to identify baseline CoC performance; report to CoC on a quarterly basis on how the CoC is doing at reaching performance goals	CoC Lead/HMIS lead	quarterly
	Establish CoC performance goals based on HMIS participation, HMIS data, HIC reports, Gaps analysis, and info. from member agencies	CoC lead/CoC steering committee	bi-annually
	Evaluate current CoC progress in addressing homelessness	CoC lead/CoC Performance Review Committee	on-going
	Set and prioritize CoC performance goals on an annual basis	CoC Lead/CoC Performance Review Committee	annually
Increase shelter bed utilization	Share bed utilization reports with agencies	CoC Lead/Performance Review Committee	annually
	Assist agencies with strategies to increase or decrease bed utilization	CoC Lead Agency	annually

Draft Action Plan 2012-2013

4. Goal: Improve Data Collection Methods		Person/Organization	
Strategy	Action Steps	Responsible	Timeframe
Improve program/bed coverage in HMIS	Increase participation from non-HUD funded agencies and programs	HMIS lead/HMIS steering committee	on-going
	Engage ESG funded programs, CAB funded programs, and faith-based service providers to participate in HMIS	HMIS lead /HMIS steering committee	on-going
	Monitor HMIS coverage rates through HIC chart in HDX system	CoC Lead /HMIS lead/Performance review committee	bi-annually
Improve AHAR participation	Identify agencies who have information influencing AHAR eligibility in each category, and target those agencies for increased program participation	CoC Lead/HMIS lead/Performance Review committee	quarterly
Monitor and update HIC chart for housing HMIS program participation & bed utilization	Review, evaluate, and update HIC chart missing programs and data at least annually	CoC Lead Agency	annually
	Improve HMIS program bed participation on the HIC	HMIS lead agency/HMIS steering	on-going
	Collaborate with other government agencies awarding funding to increase HMIS bed coverage and	CoC Lead Agency/HMIS lead agency	on-going
Continue to increase and monitor PIT data collection and accuracy	Encourage local participation in PIT count for Lincoln and Warren Counties	CoC Lead Agency/Homeless Count Planning	on-going
5. Goal: Improve and increase access to CoC prevention and housing resources		Person/Organization	
Strategy	Action Steps	Responsible	Timeframe
Improve street outreach	Partner with "Helping Hands for the Holidays" to help persons experiencing homelessness to access community resources	Chronic homeless/SOAR committee	October-December
	Improve connections between social service providers, community outreach volunteers, existing homeless outreach programs, and congregational outreach efforts	Chronic homeless/SOAR committee	on-going

Draft Action Plan 2012-2013

1. Goal: Improve CoC Governance and Structure		Person/Organization	Timeframe
Strategy	Action Steps	Responsible	
Host regular committee meetings to focus on CoC development and performance	Assign committee chairs and establish regular committee meeting schedules	CoC Lead Agency	Begin by November 2012
Improve communication between Continuum lead agency and member agencies	Establish MOU between CoC lead agency, member organizations, and other members, clarifying roles and responsibilities for CoC participation	CoC Lead Agency	March 2013
Conduct a fair and objective application and review process	Publicize CoC funding NOFA and prorata. Schedule project presentations, scoring, and voting if competitive application are received.	CoC Lead Agency	November 2012
	Update the current scoring process to integrate HIC data, HMIS performance data, and CoC goals in scoring criteria.	CoC Performance Review Committee	December 2013
Review and evaluate existing CoC policies, procedures, committees, voting, and membership structure integrate with new requirements to formalize CoC Governance	Document CoC history, policies, membership, attendance, committees, and voting structure and note changes needed within 2 years to comply with new CoC Program regulations	CoC Lead Agency/Policies and Procedures Committee	December 2012
Draft CoC by-laws and formalize CoC committee and membership structure	Review new federal CoC Program final rule and identify changes needed in CoC structure to comply with new federal regulations	CoC Lead Agency/ CoC Policies and Procedures Committee	December 2013
	Convene CoC policies and procedures committee to review CoC draft by-laws and suggest recommended changes	CoC Lead Agency/ CoC Policies and Procedures Committee	April 2013
CoC to adopt state discharge planning policy	Review state discharge planning policy and vote for Continuum endorsement	CoC Lead/CoC members	November 2012

Draft Action Plan 2012-2013

Increase homeless prevention resources & housing access coordination	Monitor community service provider access to available homeless prevention funding, including MHTF, ESG, and CAB funds; encourage providers to apply for available funding	CoC Lead Agency	on-going
	Develop and maintain a local landlord listing for CoC members and consumers; compile housing weblinks, data bases, and resource info. for CoC and consumers	CoC Lead Agency	on-going
Coordinated Intake Planning	Explore local, regional, and statewide options for a coordinated intake system with 211, Housing Resource Center, and BHN, as well as local housing service providers	CoC Lead/Coordinated Intake Committee	on-going
	Develop coordinated intake system options and cost estimates for Continuum review and decision making	CoC Lead/Coordinated Intake Committee	August 2013
6. Goal: Improve employment rate and income/benefits amount for families and individuals who are			Person/Organization
Strategy	Action Steps	Responsible	Timeframe
Bring SOAR program to our CoC	Offer SOAR training opportunities to CoC members and targeted community volunteers	Chronic Homeless-SOAR Committee	TBD
	Target homeless individuals to assist with disability applications to stabilize income	Chronic Homeless-SOAR Committee	TBD
Improve education and access to mainstream resources	Monitor participation rates for mainstream resources and encourage service providers to screen for eligibility and referral	CoC Lead/Performance Review Committee	on-going
	Provide education on screening for mainstream services eligibility	CoC Lead/CoC Steering Committee	annually
Workforce Development	Increase linkages with Workforce Development and encourage participation in the CoC	CoC Lead/CoC Steering Committee	on-going
	Host employment presenters at CoC meetings	CoC Lead/CoC Steering Committee	bi-annually
Track employment/income program outcome	Encourage providers to track % of clients who increase their income through employment or securing benefits from point of entry to exit	CoC Lead/Performance Review Committee	on-going

Draft Action Plan 2012-2013

7. Goal: Prevent homelessness and achieve independent living in permanent housing for families and youth defined as homeless under other federal statutes		Person/Organization	
Strategy	Action Steps	Responsible	Timeframe
Encourage CoC participation of school homeless coordinators, headstart programs, and others serving this population	Work with those serving this population to identify service gaps, needs, and priorities	CoC Steering Committee/Performance and Review Committee	TBD
Train on new HEARTH homeless definitions and program eligibility guidelines	Prepare training materials for community partners on screening for homeless services program eligibility under new HEARTH definition	CoC Lead/Performance and Review Committee	April 2013
8. Goal: Reduce number of families and individuals who are homeless (and first time homeless)		Person/Organization	
Strategy	Action Steps	Responsible	Timeframe
Develop more affordable housing and permanent housing units	Facilitate non-profit and developer relationships to encourage the development of housing projects	CoC Lead Agency/CoC members	on-going
	Support faith-based efforts to develop supportive housing for special populations	CoC members	on-going
Increase knowledge and accessibility of available family housing units	Maintain an updated housing resource list for CoC members and consumers	CoC Lead Agency	on-going
	Identify landlords willing to modify credit checks or income requirements to rehouse homeless families	CoC members	on-going
	Promote information about available housing databases	CoC Lead Agency	on-going
Homeless awareness about the needs of the growing population of homeless families	Create linkages between faith based groups and agencies to increase resources to successfully rehouse homeless families and individuals	CoC Lead Agency/CoC members	on-going
	Publish an annual report on homelessness in our Continuum for community leaders	CoC Lead Agency	May 2013
Identify at-risk families	Work closely with school personnel, targeted motel managers, and outreach volunteers to identify and link at-risk families with available services	CoC members	on-going
Implement Housing First strategies to rapidly rehouse homeless individuals and families	Share best practice information on rapid-rehousing strategies for organizations assisting the homeless	CoC Lead/Steering Committee	on-going

Draft Action Plan 2012-2013

9. Goal: Prevent and end homelessness among Veterans in 5 years		Person/Organization	
Strategy	Action Steps	Responsible	Timeframe
Improve collaboration with VA	Involve VA representatives in Continuum of Care	CoC Lead/CoC Steering Committee	on-going
	Maintain a CoC resource of VA contacts	CoC Lead Agency	on-going
	Identify any VA programs that should be tracked in our CoC HMIS system	CoC HMIS Lead	December 2012
Improve identification of homeless vets in the community	Encourage school homeless coordinators and social service providers to ask about serving in the armed services at time of homeless identification	CoC Lead/Policies and Procedures Committee	March 2013
	Encourage outreach volunteers to assist with identifying homeless vets	Chronic homeless/SOAR	on-going
Increase CoC capacity to house veterans in need of supportive housing	Promote funding opportunities for development of supportive housing and services for veterans	CoC Lead Agency/VA Representative	on-going
10. Goal: Finish the job of ending chronic homelessness in 5 years		Person/Organization	
Strategy	Action Steps	Responsible	Timeframe
Establish baseline measures of the chronic homeless population	Use PIT and HMIS data to identify the number of chronically homeless individuals and families within the Continuum	CoC Lead/HMIS Lead	February 2012
Improve CoC planning around chronically homeless individuals and families	Identify chronically homeless individuals who may be eligible for mainstream benefits or housing (SSI, Veterans) and are not receiving them	Chronic homeless/SOAR Committee	March 2012
	Link chronically homeless individuals and families with community agencies and volunteers who may be able to help them access benefits and housing	Chronic homeless/SOAR Committee	On-going
	Provide training in best practices and housing first models to rehouse chronically homeless households	CoC Lead Agency/CoC steering Committee	annually
Set targeted Continuum goals for reducing the number of chronically homeless	Continue to seek funding and resources for more Permanent Housing units for chronically homeless	CoC Lead Agency/CoC members	On-going
	Develop CoC strategies to rehouse targeted chronically homeless households	Chronic homeless/SOAR	TBD

MO-503 St. Charles, Lincoln and Warren County Continuum of Care

9/19/2012

Draft Action Plan 2012-2013

11. Goal: Prevent and end homelessness for families, youth and children in 10 years.		Person/Organization	
Strategy	Action Steps	Responsible	Timeframe
Improve CoC collaboration with school homeless liaisons	Encourage school homeless liaisons and counselors to participate in the annual Community Services summit	CoC Lead Agency	October 2012
	Host school presenters at CoC meetings	CoC Lead/CoC Steering Committee	bi-annually
Improve data collection on homeless families and children	Work with funders to encourage HMIS participation for organizations receiving funding for services to homeless families and children	CoC Lead Agency/ HMIS Lead/CoC Steering	on-going
Use HMIS outcome data to develop Continuum strategies to more effectively serve this population	Encourage CoC programs serving homeless youth and families to use HMIS case management to track family outcomes over time	HMIS Lead/HMIS Steering Committee/Perfoman	on-going

St. Louis City

Continuum of Care

Service Area:

St. Louis City



St. Louis City Continuum of Care CoC Action Plan September, 2012

This Action Plan was created using the CoC “HEARTH-Readiness” Self-Assessment Results and is based on the areas the CoC deemed areas that require improvement. This plan is a DRAFT and will be a working document as the St. Louis City Continuum of Care moves forward with preparing for the HEARTH Act implementation. The St. Louis City Continuum of Care is currently updating its strategy towards preventing and ending homelessness and will use this Action Plan to influence the goals, strategies and action steps of the 10 Year Plan.

We have included the following goals in the St. Louis City Continuum of Care Action Plan:

1. Improve CoC governance and structure (**Domain I – p2**)
2. Improve CoC plan and planning process (**Domain II – p3/4**)
3. Improve CoC infrastructure and administrative capacity (**Domain III – p6**)
4. Improve CoC housing and services (**Domain IV – p8**)

1. Goal: Improve CoC governance and structure				
Strategy	Action Steps	Person/Organization Responsible	Timeframe	CoC Check-up Element(s)
The CoC primary decision-making group and related committees/subcommittees /working groups have active and diverse membership	Facilitate quarterly strategic planning meetings to include a more diverse membership.	CoC Lead Agency	Quarterly	1.3
	Send out annual invitations to landlords, public housing authority(ies), academic/research community, philanthropic community, and private businesses.		Annually	
The CoC has a governing structure to oversee the CoC, including CoC planning, infrastructure, and CoC Project	Publish annually the CoC's governing structure which oversees the CoC, planning, infrastructure, and CoC projects.	CoC Lead Agency	Annually	1.2
The CoC primary decision-making group and related committees/subcommittees /working groups have active and diverse membership	Send out annual invitations to public and private service providers.	CoC Lead Agency	Annually	1.3.1.21

2. Goal: Improve CoC Plan and Planning Process				
Strategy	Action Steps	Person/Organization Responsible	Timeframe	CoC Check-up Element(s)
CoC has a strategic plan to prevent and end homelessness in the CoC and the plan provides direction for the CoC.	Invite the Behavioral Health Network, local and state Department of Corrections, and Children Services Division to join the CoC.	CoC Lead Agency	January 2013	2.1
	Develop a formalized discharge plan with the Behavioral Health Network, local and state Department of Corrections, and Children Services Division.	CoC Lead Agency Behavioral Health Network, local and state Department of Corrections, and Children Services Division.	June 2013	2.1

3. Goal: Improve CoC infrastructure and administrative capacity				
Strategy	Action Steps	Person/Organization Responsible	Timeframe	CoC Check-up Element(s)
CoC has adequate capacity to manage the administrative responsibilities of the CoC.	CoC Lead Agency will use job reclassification to recruit & retain skilled staff adequate to manage the administrative responsibilities of the CoC.	CoC Lead Agency	October 2012	3.1
	CoC Lead staff will attend training events to become knowledgeable of technical assistance resources and opportunities.	CoC Lead Agency	January 2013	3.1
	CoC Lead Agency will provide a list of TA resources (such as the HUD website) and local training opportunities to CoC agency staff.	CoC Lead Agency	January 2013	3.1
CoC has adequate capacity to manage the HMIS responsibilities of the CoC.	CoC will undergo a review process of the current HMIS system and the changes needed due to new HEARTH regulations, and issue an RFP.	CoC Lead Agency CoC Providers	October 2012 through June 2013	3.2
The CoC has adequate capacity to manage the fiscal responsibilities of the CoC.	CoC Lead Agency will use job reclassification to recruit & retain skilled staff adequate to manage the fiscal responsibilities of the CoC.	CoC Lead Agency	October 2012	3.3
	CoC will evaluate and revise internal procedures related to fiscal responsibilities.	CoC Lead Agency	January 2013	3.3

4. Goal: Improve CoC housing and services				
Strategy	Action Steps	Person/Organization Responsible	Timeframe	CoC Check-up Element(s)
People who are homeless or at risk of homelessness in the community have access to relevant community-based services and mainstream resources in the community.	CoC Lead Agency will meet with Local Housing Authority to discuss opportunities for collaboration.	CoC Lead Agency	October 2012	4.3
	CoC Lead Agency will meet with landlords to provide informational training about the opportunities for establishing permanent affordable housing (subsidized or unsubsidized).	CoC Lead Agency	February 2013	4.3
The housing and services available in the community served by the CoC are accessible by persons who are homeless or at-risk of homelessness and are sufficient and effective at preventing and ending homelessness.	CoC will collaborate with the healthcare system, foster care system, and mental health system to develop effective discharge plans.	CoC Lead Agency CoC Providers	March - June 2013	4.1
	CoC will establish community-based resource centers.	CoC Lead Agency CoC Providers	January 2014	4.1
	CoC will evaluate and revise service-delivery method to include best practices such as Rapid Rehousing, Housing First, Transition In Place, Assertive Community Treatment, Harm Reduction Strategy, and Trauma Informed Care.	CoC Lead Agency CoC Providers	January – December 2013	4.1

St. Louis County

Continuum of Care

Service Area:

St. Louis County

St. Louis County CoC Action Plan

April 2012

This action plan was created using the CoC Check up self-assessment tool. Since the tool was meant to be a self improvement process, it is up to the CoC stakeholders to decide on the most critical issues to address as a result of the Check up, how to create an action plan, whether and how the plan aligns with existing plans, and the format of the action plan itself.

This template is intended to serve as a draft of the type of community action plan that should work to develop as a result of the CoC Check up. The CoC stakeholders are encouraged to assist in developing an action plan that includes goals and strategies related to capacity, framed around CoC check up self assessment domains/elements/indicators, and improving performance.

The Action Plan, at a minimum, should identify the goals, related strategies and action steps for each goal, responsible party/organization, timeframe, whether HUD technical assistance and/or USICH connecting/convening assistance is needed, and the CoC capacity area (per Check up domains/elements/indicators) and/or performance indicator that will be improved as a result of achieving the goal.

The following goals are being considered in the St. Louis County CoC Action Plan:

1. *Improve CoC governance and structure*
2. *Improve Data Collection Methods*
3. *Improvement in Performance*
4. *Reduce the number of families and individuals who are homeless (New Episodes)*
5. *Prevent and end Homelessness for Veterans in the next five years*
6. *Prevent and end Homelessness for families, youth and children*
7. *Improve Access to mainstream programs*

1. Goal Improve CoC governance and structure						
Strategy	Action Steps	Person/Organization Responsible	Time Frame	Relevance		
				CoC Check-up Element (s)	FSP Goals	Hearth PM
Expand Stakeholder Outreach to Community Stakeholders	Develop a CoC workgroup to Coordinate and Plan Community Outreach and development	CoC Lead	Jan 2013	1,4	D	C,E
Solicited more involvement and ownership from other municipalities	Increase outreach to the other 90 municipalities that make up the St. Louis County region	CoC membership	Jan 2013	1,4	D	C,E

2. Improve Data Collection Methods						
Strategy	Action Steps	Person/Organization Responsible	Time Frame	Relevance		
				CoC Check-up Element (s)	FSP Goals	Hearth PM
Improve program/bed coverage in HMIS	Increase the participation of non HUD funded agencies and non-enrolled programs through MOU to get more accurate data	HMIS Lead Agency	Ongoing	1,4	D	C,E
Improve process of collecting information for the HIC	Improve collection and input of data	HMIS Lead/ CoC	Annually	4.2,4.3,4.4	B	C,D
Increase PITC data collection, accuracy and de-duplication methods	Provide training and information on a proper PITC	HMIS Lead/ CoC	Annually			

3. Improvement in Performance						
Strategy	Action Steps	Person/Organization Responsible	Time Frame	Relevance		
				CoC Check-up Element (s)	FSP Goals	Hearth PM
Reduce average length of homelessness	Graded agency on performance based on HMIS data and CoC defined goals	CoC Lead/ HMIS	Quarterly	4.4, 3.3	D	A
Set Annual Performance Goals for CoC projects	Use HUD HEARTH measures to defined goals	CoC Lead/ Federal Funder	Ongoing	1.5, 3.3	D	A
Begin tracking local discharge in HMIS	Make HMIS available to local institutions who discharge	CoC at Large & HMIS	Ongoing	2.1,4.1	B,C	B,G,F

4. Reduce the number of families and individuals who are homeless (New Episodes)						
Strategy	Action Steps	Person/Organization Responsible	Time Frame	Relevance		
				CoC Check-up Element (s)	FSP Goals	Hearth PM
Expand County-wide Homeless Prevention Strategy	Increase awareness of existing program	CoC At Large	Jan 2013	1,4	D	C,E
	Create more promotional materials					
	Create additional access to services					
Expand awareness of existing outreach services	Enlist agencies & volunteers to help with outreach in underserved areas	CoC At Large	Ongoing	4,2	D	F
	Increase utilization of Community resources					

5. Prevent and end Homelessness for Veterans in five years						
Strategy	Action Steps	Person/Organization Responsible	Time Frame	Relevance		
				CoC Check-up Element (s)	FSP Goals	Hearth PM
Increase community understanding of homelessness among Veterans	Work closer with Regional VA office to effectively address issue related to homelessness among veterans and veteran families	CoC At Large, VA VISN 15 Coordinator	On going	1,3	B	C
	Have a VA representative on CoC Committee					
	Make sure Veterans are being Identified during intake					
Improve assessment and rapid rehousing w/services	Convene a planning group to determine process, policies and procedures to effectively and efficiently transform current community services.	CoC At Large, VA VISN 15 Coordinator	Nov 2012	4,2	B	C
Improve VA utilization of HMIS to ensure accurate CoC accounting and unified performance measurement	HMIS partnership agreements with regional VA	CoC and HMIS Lead , VA VISN 15 Coordinator	Dec 2012	3,3	B	C

6. Prevent and end Homelessness for families , youth and children						
Strategy	Action Steps	Person/Organization Responsible	Time Frame	Relevance		
				CoC Check-up Element (s)	FSP Goals	Hearth PM
Improve assessment and rapid access to housing w/ services	Convene a planning group to determine process, policies and procedures to effectively and efficiently transform current centralized intake into a system for emergency housing crisis response, prevention, rapid transition to housing and connection to community services.	CoC At Large	Nov 2013	4,2	C	C
	Continue to foster and develop effective working relationship with mainstream resources (benefits, employment, housing)					
Increase CoC capacity to retain and/or secure decent affordable housing	Maximize availability of housing provided by local initiatives with Community Development	CoC,	On-going	4,1	C	A,B,D,G
	Increase landlord participation in providing safe, decent, affordable housing concurrent with process to ensure good landlord/tenant relationships.					
Improve education outcomes of children	Advocate for full utilization and access to all educational services throughout the County	CoC at Large	On-going	4,3	C	C,F,G
	Ensure all school age youth experiencing homelessness are connected to McKinney-Vento funded education services through Keeping Kids in Schools					

7. Improve Access to mainstream programs						
Strategy	Action Steps	Person/Organization Responsible	Time Frame	Relevance		
				CoC Check-up Element (s)	FSP Goals	Hearth PM
Identify Gaps in services coverage	Coordinated with Housing Coordination Team and Casemangers to determine resources or lack of resources	HCT/CoC members	Ongoing	1,4	D	C,E
Increase access to after care programs	Provide resource information at exit from Emergency Shelters or Transitional Housing	CoC at large	Ongoing	4,3	A,B	C,E,G
	Increase the utilization of existing outreach services					
Standardize assessment tools	Ensure assessments tools address employment, all financial and social barriers	CoC at large	Dec 2012	3,3	A,B,C,D	C,E,G

St Joseph/Andrew,
Buchannan, DeKalb
Counties

Continuum of Care

Service Area:

Andrew, Buchannan and DeKalb Counties

St Joseph MO 603 CoC Action Plan 2012

Goal: Finish the job of ending chronic homelessness in 5 years						
Strategy	Action Steps	Person/ Organization Responsible	Timeframe	Relevance		
				CoC Check-up Element(s)	FSP Goal(s)	HEARTH PM(s)
Encourage and facilitate CH men in Juda House to seek market rate housing solutions when it is appropriate and fits their care plan. To provide positive turnover and open more PH slots	Assess through care plan review which residents may be successful moving to market rate or senior housing	Community Missions	Ongoing	4.4	A	A, B, D
	Work to provide bridge supports to men exiting to other housing options					
	Provide the opportunity for ongoing case management support when needed to prevent a relapse to homelessness					
Explore opportunities to increase CH individuals who are served in S+C and Scattered Site housing projects	Increase information provided to CH individuals who may qualify for Scattered Site PH programs	Salvation Army. CMC. YWCA. HOME Unit	Ongoing	4.4	A	A, B, D
	Provide fewer barriers to CH persons seeking placement in Scattered Site PH Programs	Catholic Charities				
	Give CH persons a priority for PH placements when appropriate	Catholic Charities				

Goal: Prevent and end homelessness among Veterans in 5 years						
Strategy	Action Steps	Person/ Organization Responsible	Timeframe	Relevance		
				CoC Check-up Element(s)	FSP Goal(s)	HEARTH PM(s)
Improve referrals to VASH program	Work with local VA reps in understanding the process for successful referrals to VASH program	CoC	6 months	4.4	B	A, B, D
	Work with Local Public Housing Authority to ensure that VASH vouchers are being accepted and that housing is available	VA	1 year	4.3 4.4		
	Increase successful placements in VASH program	VA	1 year	4.1		
Seek more PH placements for Vets exiting TH at Salvation Army	Utilize VASH Program	Salvation Army		4.4	B	D
	Increase client income so they can afford housing placements		2 years	4.3		E

St Joseph MO 603 CoC Action Plan 2012

Goal: Prevent and end homelessness for families, youth, and children in 10 years						
Strategy	Action Steps	Person/ Organization Responsible	Timeframe	Relevance		
				CoC Check-up Element(s)	FSP Goal(s)	HEARTH PM(s)
Provide case managed prevention and rehousing programs for families that are precariously housed or homeless	Apply for ESG funding for new prevention and rehousing when it becomes available	City of St Joseph	9 months	4.1 4.3	C	D, F
	Choose one provider of case managed prevention/rehousing	CoC committee				
	Utilize ESG provider to leverage case management for other types of prevention dollars (MHTF, Possibly HUD)	TBD				
Set up centralized intake via HMIS for COC and ESG programs	Meet with MAACLINK and Kansas City CoC to determine what basic structures need to be implemented	InteServ	2 years	4.3	D	C
	Determine how St. Joseph CoC can implement the system design proposed by HMIS vendor and KC/St Joseph Workgroup	CoC ESG and HUD grant group, City of St Joseph				
	Explore potential of a vulnerability assessment tool in conjunction with the BoS CoC and MICH	CoC ESG and HUD grant group, City of St Joseph				

Goal: Improve CoC Governance and Structure						
Strategy	Action Steps	Person/ Organization Responsible	Timeframe	Relevance		
				CoC Check-up Element(s)	FSP Goal(s)	HEARTH PM(s)
Write or re-write policies for specific areas of the CoC processes	Revise HMIS Policy book	InterServ	7 months	1.4		
	Formalize the process for applying and selecting project proposals for HUD Competition Funding	CoC Committee	6 months			
	Review other policies that need to be updated and develop a formal policy manual for the CoC	Coc Committee	1 year			
Improve funded project review process	Develop written tool for review team to use when evaluating a HUD funded program	MICH Taskgroup	9 months			
Develop St Joseph CoC Website	Obtain web domain	InterServ				
	Secure hosting site					
	Develop site					

St Joseph MO 603 CoC Action Plan 2012

Goal: Improve CoC Planning						
Strategy	Action Steps	Person/ Organization Responsible	Timeframe	<i>Relevance</i>		
				CoC Check-up Element(s)	FSP Goal(s)	HEARTH PM(s)
Develop new 10 year plan	Appoint planning committee to structuring a 10 year plan that would begin in 2013	COC Committee	2 months	1.1 2.1	D	C
	Provide a draft of Phase 1 of 10 year plan to CoC for comment and revisions		6 months			
	Adopt Phase 1 of 10 year plan for CoC		9 months			

Goal: Performance Improvement						
Strategy	Action Steps	Person/ Organization Responsible	Timeframe	<i>Relevance</i>		
				CoC Check-up Element(s)	FSP Goal(s)	HEARTH PM(s)
Reduce average length of homelessness	Generate length of stay reports using HMIS and other data from providers	YWCA, Salvation Army, CMC, MAACLink, InterServ	2 years	1.5	D	A
	Review data to determine our length of stay and what patterns we might see.					
	Strategize ways in which providers can shorten length of stay					
Reduce returns to homelessness	Adopt state wide discharge policy	CoC	2 months		D	B
	Work with providers to assist in discharge planning to PH		ongoing			

Goal: Improve income from all sources for individuals and families who are homeless or living in supportive housing programs						
Strategy	Action Steps	Person/ Organization Responsible	Timeframe	<i>Relevance</i>		
				CoC Check-up Element(s)	FSP Goal(s)	HEARTH PM(s)
Increase access to disability income benefit programs	Seek buy-in from local CoC on pursuing SOAR training	CoC Chair	immediate	4.3	D	E
	Establish budget etc for SOAR training and solicit participant organizations for support		6 months			
	Provide local 2-day SOAR Training for CoC and other community partners		2 years			